

20 NOV 1984

MEMORANDUM FOR: Director of Central Intelligence
 THROUGH: Deputy Director of Central Intelligence
 FROM:
 Executive Director
 SUBJECT: A Top-Level Forum for New Ideas

1. You noted recently in connection with the production enhancement and exceptional analyst programs that you would like to establish a small group, to include yourself, to review and react quickly to new ideas and proposals for task forces and the like. Bob Gates picked up on the notion as one that would be quite useful in the Agency for innovative ideas in general, not just for production enhancement initiatives. He suggested that you issue a notice inviting any employee with an idea or initiative relating to any aspect of the operation of the Agency to send it directly to you, the DDCI, or the Executive Director. (Presumably this would include ideas relating to improvements in collection, production, or dissemination of intelligence or to the way we are organized to do our job.) A small group -- e.g., one or more members of the Executive Committee -- could then meet with you to decide in short order on the merit and feasibility of the proposal and, if appropriate, arrange to implement it rapidly.

2. I urge you to follow through on this concept for the Agency. We can use all the good ideas we can get. The elimination of red tape and bureaucratic levels of review could encourage employees to share their thoughts with a leadership that shows itself to be receptive to ideas about better ways of doing things. The return on the investment would be more than justified, if increasing numbers of employees were led to articulate concepts that could solve pressing intelligence problems. I have attached a draft notice to all employees for your signature if you agree.

Attachment

CONCUR:

28 NOV 1984

Director of Central Intelligence
 Distribution:

1 - Addressee

1 - DDCI

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STAT. (20 November 1984)

Date

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MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Creative Problem Solving

The intelligence problems the Agency faces continue to grow in number and complexity. Responding to these varied challenges puts a premium on our ability to develop a continuing stream of innovative solutions. We can use all the good ideas we can get, and it is crucial that we be prepared to act quickly on the most promising. This means that we do not subject occasional flashes of inspiration to bureaucratic red tape and endless levels of review before they reach the appropriate decisionmaker. I have, therefore, established a top-level forum in the Agency for reviewing and reacting to new ideas concerning ways to accomplish our mission better. It consists of the Deputy Director of Central Intelligence, the Executive Director, and myself. I invite each of you with ideas for new or better ways to respond to critical intelligence problems -- including improvements in the collection, production, or dissemination of intelligence or to the way we are organized to do our job -- to send them directly to one of the three of us. We will decide in short order on the merit and feasibility of such proposals and, if appropriate, arrange to implement them rapidly.

CIA already participates in two other programs designed to take maximum advantage of employee expertise and imagination. The Agency's cash awards program, administered by the Office of Personnel, recognizes suggestions and special accomplishments that result in savings to the Government. The Community-wide Production Enhancement Initiatives program, managed by the Intelligence

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Producers Council, explores potentially useful, but longer-term, initiatives to improve the intelligence production process. I hope that by supplementing these formal programs with the informal one described above, we will be able to initiate some innovative short-term projects providing immediate intelligence payoff.

I urge you to share your ideas with us on how the Agency may do its job better. You are, after all, the ones who meet the challenges of Agency business head on every day and are, therefore, the best source of new concepts for solving pressing intelligence problems.

William J. Casey

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